



DEPARTMENT OF PERSONNEL

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MEMO PERD #29/00

October 2, 2000

TO: Department Directors
Division Administrators

FROM: Jeanne Greene, Director
Department of Personnel

SUBJECT: OCCUPATIONAL GROUP STUDIES

As most of you know, the Department of Personnel has been conducting occupational group studies since the mid '80's. Initially, studies were scheduled in a systematic manner to best achieve the goal of studying every job classification in State service. This was accomplished in 1997, and since that time, we've been re-reviewing occupational groups on a cyclical basis.

The major purposes of occupational studies are to:

- Revise class specifications to reflect current duties and provide for effective recruitment and classification;
- Consolidate narrowly-defined class descriptions into broader, more generic descriptions;
- Review grade alignments to ensure equitable internal relationships; and
- Evaluate positions in relation to the revised class specifications and concepts.

Although these continue to be our primary objectives, we've recognized that the studies have become both time-consuming and disruptive to agency personnel. Members of the Personnel Commission have also expressed concern regarding the length of time it takes to conduct the studies as well as the methods and procedures used. As a result, a committee was formed for purposes of reviewing and improving the occupational study process.

The committee, consisting of Department of Personnel staff and agency and University personnel representatives, has concluded that occupational studies should be scheduled on the

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basis of need rather than a systematic timeframe. Therefore, the committee has developed criteria to be used by agencies and the Department of Personnel, jointly, as a basis to determine which classes should be targeted for a comprehensive classification study. The criteria include:

- Inadequate/outdated duty statements and class concepts in the class specifications
- Major changes in technology
- Changes in minimum qualifications stated in the class specifications
- Major reorganization resulting in restructuring of positions

The Department of Personnel is currently in the process of identifying classes that will be included in upcoming FY 02/03 occupational group studies. If you feel there are groups or classes in your agency that should be included in these studies, we request that you complete and return the attached questionnaire by October 31, 2000.

The purpose of the questionnaire is to assist you, as well as the Department of Personnel, in evaluating the criteria developed by the review committee in relation to the classes suggested for study. Although this questionnaire will serve as a starting point in identifying classification issues, there may also be a need for follow up meetings with agency personnel to gather additional information.

In completing the questionnaire, you may want to consult with your agency's managers, supervisors, employees and personnel representatives to ensure the most complete and accurate response. A separate survey form should be filled out for each distinct group of classes that you feel may warrant study. We are also requesting you to identify the number of positions in your agency that is allocated to the group.

Finally, I'm sure you're aware that our salaries have fallen behind those paid by other public and private sector employers in the State. However, the comparison of the State's salaries to the prevailing market rates of pay is a matter of compensation for which the Legislature retains authority. Consequently, this issue cannot be addressed in an occupational study, which is focused on the internal alignment of classes.

In closing, I'd like to thank you and your staff for all the assistance and cooperation we've received during past occupational studies. I look forward to working with you on future studies, and I welcome your comments and suggestions. If you would like to discuss any of these issues in greater detail, please don't hesitate to contact me.

JG:cp

Attachment

cc: Agency Personnel Liaisons
Agency Personnel Representatives

OCCUPATIONAL GROUP STUDY REVIEW CRITERIA

PLEASE NOTE: The following questionnaire will be used, as a starting point, to assist the Department of Personnel in scheduling the next round of occupational studies. Follow up questions, as well as meetings with management, may be necessary to fully evaluate all issues and areas of concern.

Please complete a separate questionnaire for each class, class series or occupational group or subgroup you feel may warrant a comprehensive, occupational group study, and identify the number of positions in your agency. Answer each question as thoroughly as possible. However, if a question does not apply to this specific group, you may answer N/A. Please return the questionnaire to Carol Thomas, Chief of Technical Services, by October 31, 2000.

- I. Please identify the classes, class series, or group represented in the questionnaire and indicate the number of positions in your agency.
- II. Inadequate/Outdated Duty Statements and Class Concepts in the Class Specifications
 1. Describe any new programs/initiatives that require this group to perform new duties and tasks not currently described in the class specification.
 2. Does terminology in the current class specification need to be updated?
 3. Do duty statements still reflect the way work is performed?
 4. Do class concepts still describe the existing levels of work? Are there sufficient levels? Are the concepts and distinguishing characteristics for each level in the series still valid?
 5. Are there adequate career ladders that allow progression for staff?
- III. Major Changes in Technology
 1. How has new technology impacted the positions in this group?
 2. Has your agency been required to implement a major computer system such as NOMADS, Advantage, or GENESIS? If yes, describe the scope and impact of the system as well as amount of training time required for staff to use it effectively.
- IV. Changes in Minimum Qualifications Stated in the Class Specifications
 1. Describe any changes in licensing requirements or certifications for this group that are not reflected in current class specifications.

2. Describe any changes in the duties that may require different knowledge, skills and abilities.
3. Describe any changes to State or federal law that impose additional education or training requirements.
4. Does recruitment using the current minimum qualifications provide qualified candidates who are successful in the job? If no, identify the specific classes and suggested improvements.
5. Is there still a direct, work-related correlation between the duty statements and the entry-level knowledge, skills and abilities listed on the class specification? If no, what additional areas need to be addressed?

V. Reorganization/Restructuring

1. Describe any major (divisional or departmental) reorganization or restructuring that has occurred. What were the reasons for change? (i.e., fundamental review, internal or external audit, greater efficiency, legislation)
2. Describe any changes in the mission of the agency.
3. Describe any new programs that have been added.
4. If programs have been removed, where did they go?
5. Please provide old and new organization charts.
6. Describe change(s) in reporting relationships.
7. Describe how reorganization/restructuring has changed the way in which positions in this group function.